

*Personnel*

Personnel Management Objectives

1. Career planning and counseling by those with authority to affect careers--not just career counselors.
2. Career management that considers the needs of the individual.
  - Less reliance on self-management of careers
  - Veto control over every assignment decision by a party concern with the individual's interests
  - Deliberate grooming of several candidates for each supervisory position
3. Uniform promotion procedures that are understood by employees and considered to be objective.
  - Panels only
  - One panel per GS grade in each career service
    - Letters of instruction to allocate numbers to various specialties
  - Publication of promotion minimums by 1st of FY
4. Publication of a personnel handbook that explains overall Agency personnel procedures and opportunities.
  - Career service handbooks with meaningful descriptions of promotion requirements
5. Supergrade promotions all within SIS.
  - On Agency-wide basis
  - Under DCI direction
  - Panels for GS-16s
  - ExComm rankings to DCI for GS-17s and 18s

6. Intensive leadership and personnel management training.
7. Arrange for clearly defined specialist corps in each career service.
8. Reduce personnel staffing by 25%.
9. Centralized control of personnel management:
  - ID humps and valleys
  - Intake every year
  - Need for transfers/RIFs from congested areas
  - Need for rotational assignments for:
    - Broadening of managers
    - Prevent stultification
10. Rotational assignments to qualify for supergrade.
  - All non-specialists -- one 1 1/2 year tour outside career service
    - Next years, if have not done so, next assignment will be outside career service
    - After three years must have commenced such assignment
11. Publish:
  - Promotion figures for year in advance
  - Dates of panels
12. Dramatic action on Agency-wide advertising for secretarial openings.
13. Reduce hiring time by 50%.
14. Define tenure policy in each career service.

5 NOV 73  
*Personnel*

**NAPA STUDY GROUP EFFORT COMPARED WITH DCI/DDCI  
PERSONNEL OBJECTIVES**

**OBJECTIVE: More central policymaking in personnel matters -**

**Study Group Results:**

Central control of personnel regulations - No

Define legal authorities - Yes

Strengthen central management - Yes (weak)

Strengthen Directorate Personnel Officers - Yes

Establish Office of Personnel focal point for  
personnelists - No

Delegate Office of Personnel duties - No

**OBJECTIVE: Uniformity and impartiality in promotion system -**

Less reliance on panels - Yes

Less authority to panels - Yes

More emphasis on performance, less on potential - Yes

Uniform precepts for panels - Yes

**OBJECTIVE: Inter-directorate rotations and mobility -**

E-Career service - disestablish - No

Widen vacancy notice system - No

Clarify rotational policy - Yes

Agency-wide occupational career systems - No

OBJECTIVE: RCO (including reasonable promotion opportunity)

Flo thru - No

Agency obligation to employees (abandon tenure?) - No

Abandon low 3% out policy - Yes

OBJECTIVE: Improve recruiting and training

CT program changes - No

MISC: Label professional and clerical differently - No

Eliminate college degree requirement to become a professional - No

Change PRA system - No

LWOP - No

Evaluate Personnel Management System - Yes

Facilitate transfer to other agencies - Yes

Establish RIF rules - Yes

Establish criteria for changes to system - No

Reduce costs of personnel admin - ? (study)